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Committee
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57-1080

CENTRAL INTELLIGENCE AGENCY

Memorandum of Conversation

DATE: 4 April 1957

SUBJECT : Director of Personnel's Meeting with General John F. Cassidy
of the Killian Committee

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PARTICIPANTS: Gordon M. Stewart, Director of Personnel
General John F. Cassidy

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COPIES TO : 0 & 1 - Deputy Director (Support)
1 - Inspector General
1 - Director of Personnel Reader Chro

1. This is a record of the principal points covered in my conversation with General Cassidy, 4 April 1957. General Cassidy asked about the distribution of work between the Office of Personnel, the Career Staffs and the Operating Officials. I briefly described the distribution, as I understand it, and told him that it is my opinion that we should center our attention on the development of strong Career Staff organizations. He then asked how personnel officers throughout the organization tie in with this office. I told him that they were members of the Office of Personnel Career Staff and that we provided them with "technical guidance."

2. General Cassidy said that the Bureau of the Budget had brought to his attention some time ago the fact that the Director has requested supergrades. I told him that I was unaware of any such request by the Director to the Bureau of the Budget and said that as I understood it, the Director exercises his own authority in establishing supergrade positions within the Agency. I said that although various plans and studies had been drawn up with regard to supergrades, the actual creation of a supergrade position is dependent upon the Director's decision.

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3. General Cassidy asked my opinion about the employment of retired military officers. I said that I could think of a number of positions in which it is desirable to have retired officers, but not many. General Cassidy said he agreed.

4. This led to the subject of military officers on detail to the Agency. I said that I thought that we could cut back our requirements gradually by substituting civilians for officers from time to time. General Cassidy made a long statement about the ill-effects of any Agency assignment on an officer's career. He did not in any way criticize the Agency but simply made the obvious

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point that an Agency assignment can be an interruption in the normal development of an officer. He said that he had heard officers complain about this.

5. General Cassidy quoted General Doolittle as having said that there is a lot of deadwood in the organization, and said that he believed that General Doolittle would continue to raise this point and ask us what we are doing about it. I said that we had made modest progress in eliminating deadwood.

6. General Cassidy asked a rhetorical question about assignment policies and then went on to say that our people should become area experts. I agreed. He then asked whether we had any policy with regard to this. I said that no formalized policy had been published but that the practices of our various area divisions in the Clandestine Services were well-known and considered to be essentially sound. I illustrated this by saying that, in my opinion, we are developing a group of outstanding area people in the Western Hemisphere Division and that the program for developing China specialists in Far East is sound. I told him that a person who learns Chinese is expected to spend most of his career in the Far East; however, we do provide for assignments elsewhere in the world as part of the man's training.

7. General Cassidy said that if you accept the principle that Mr. Wisner has the dynamic people in the organization and Mr. Amory has the dedicated, what do you do about freshening up the dedicated by assignment to Deputy Director (Plans) and vice versa? I said that there was some movement back and forth; that in the past this had been uncontrolled and sometimes undesirable; that we had to acknowledge that there are real difficulties encountered in trying to "freshen up" an analyst by short-term assignments to the Deputy Director (Plans), but that all of us recognize that there is a problem here and that the various ways and means of solving it are under study. I said that since operational and security factors play such a large role in solving this one, the Director of Personnel can participate in its solution but cannot single-handedly deal with the matter.

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[Redacted]
Gordon M. Stewart
Director of Personnel

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